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Procedia - Social and Behavioral Sciences 211 (2015) 42 – 48

Procedia
Social and Behavioral Sciences

2nd Global Conference on Business and Social Science-2015, GCBSS-2015, 17-18 September
2015, Bali, Indonesia

The Role of Job Satisfaction and Power Distance In Determining The Influence Of Organizational Justice Toward The Turnover Intention

Arief N Zagladi^{a*}, Djumilah Hadiwidjojo^a, Mintarti Rahayu^a, and Noermijati^a

^a*Brawijaya University, Veteran Street, 65145, Malang, Indonesia*

Abstract

Turnover intention can create a bad impact for the organization, such as increasing absenteeism and lowering submissive behavior. The goal of this research is to find the capacity of organizational justice to influence lecturer's turnover intentions, mediated by job satisfaction and moderated by power distance. This research uses 100 institutional lecturers in Banjarmasin City, Kalimantan Selatan, Indonesia, and analyzed by WarpPLS 5.0 software. The findings of this research show that job satisfaction mediates the influence of organizational justice to turnover intention, while power distance does not moderate the influence of organizational justice to turnover intention.

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Peer-review under responsibility of the Organizing Committee of the 2nd GCBSS-2015

Keywords: organizational justice; job satisfaction; power distance; turnover intention; institutional lecturers; Banjarmasin City

1. Introduction

Intention to leave the organization, or mostly known as Turnover Intention, is not the same as real turnover. Tett and Meyer (1993) define turnover intention as an intention that is made in aware and open condition by someone to leave his/her organization. This opinion shows that turnover intention is just an eagerness to leave the organization, not yet become a realization to move from one organization to another organization. There are a lot of reasons that can create turnover intention, one of which is an eagerness to have a better job. From this opinion, one can say that

* Corresponding author. Tel.: +6281241237137.

E-mail address: a_zagladi@yahoo.com

turnover intention is the seed that can grow and become the real turnover. Even if it is just a seed, turnover intention is already able to create a bad impact for the organization, such as absenteeism and unwillingness to obey the rules of the organization.

Changing employees is not an easy task. Changing an old employee with a new employee can have an impact on business productivity and increase production cost. A lot of studies show that employee turnover will decrease the effectiveness of the organization (Perez, 2008). Mobley (1979) states that turnover intention is a materialization of perception and negative evaluation from an employee to the alternative of his/her job. This statement means that an employee with a high turnover intention will not leave his/her organization before he/she finds an alternative job that, according to his/her personal consideration, can create a better satisfaction than his/her current job. This alternative job can be the same job in another organization, an entirely different job, or not having a job at all because of some reasons.

A harmonic and comfortable work condition to increase employees' willingness to stay in his/her organization can certainly be achieved by an active role of the leader of the organization. Tatum, Eberlin, Kottraba, and Bradberry (2003) say that every action taken by the leader will create a positive reaction to most of his/her underlings if that action is based on justice. Therefore, justice in organization becomes one of determining factor that can make someone stay or leave the organization. If an employee feels that he/she has been treated unfairly, his/her job satisfaction and organization commitment will decline, making him/her very vulnerable to the driving factors for being disobedient and eventually left the organization (Robbins, 2003). This statement is strengthened by the study from Al-Zubi (2010) who finds that there is a belief that if a member of the organization has been treated with just treatment, it will create a positive impact on job satisfaction.

There have been many studies linking Organizational Justice with organization output such as performance, productivity, job satisfaction, organizational commitment, or employee turnover. Research from Suliman (2007) shows that if the organization is believed to treat its member unfairly, it will have an impact on declining job satisfaction and performance. Research from Jahangir, Akbar, and Begum (2006) find a positive correlation between unjust treatments in the organization to employees' desire to quit the organization.

Poon (2002) collects some negative conditions that may occur as a result of injustice within the organization, such as increased job stress (or other psychological conditions), decreased job satisfaction, turnover intention (which is preceded by renegade action), decreasing individual performance, and also decreasing overall organizational performance. Research from Janssen (2001) finds that the feeling of being treated fairly in terms of comparison between performance and reward will have an impact on job satisfaction and increase the willingness of the employees to meet the demands of the job. A belief of being treated with justice in the organization will also have an impact on increasing their motivation to attend trainings organized by the organization (Kang, 2007).

Sometimes the perception of whether the leader has led justly or not can vary from one organization to another. This condition is caused by the difference in culture that is adopted by each organization, one of which is how the members of each organization address power distance culture in their organizations.

Power distance culture is an element of national culture that explains the difference in power between the employee and their boss (Wu, 2006). Power distance culture in National Scope has been investigated by Hofstede and has been widely cited by other researchers around the world (Jones, 2007). Begley, Lee, Fang, and Li (2002) find that power distance can interact with Organizational Justice to determine the organization outputs (one of which is the desire to leave the organization). Singh (2005) states that power distance can moderate the level of justice felt by the members of the organization. Other findings from Rafiei, Pourreza, Kazemzadeh, and Jahantigh (2013) also state that the feelings of having been treated unjustly which happened to the working environment with a high power distance culture can lead to unpleasant consequences for the organization, such as the decline in motivation of subordinates to continue to participate actively in the organization.

In the city of Banjarmasin, South Kalimantan, Indonesia, there are currently several colleges which employed about 10 permanent institutional lecturers. Most of those lecturers have already held a master degree, and some of them even have already possessed a doctoral degree. This high level of education is closely related to the ability of the lecturers to understand the meaning behind their college's actions, therefore, if they are treated unjustly, just like an employee in a company, the lecturers would feel a dissatisfaction, and would potentially lead to a desire to quit the private institutions where he taught over the years.

Unlike the civil servant lecturers, institutional lecturers are more vulnerable to the factors that can drive them to leave the institution where he/she is teaching right now. These factors can be better deals elsewhere with higher salaries, more conducive work environments, at ease in pursuing a promotion. Or, it could also be caused by internal conflicts that cause a person not to like staying in his/her institution, such as personal distaste to the behavior of the leader or co-workers. This condition is also made worse by the fact that colleges in Banjarmasin have become bigger and the competition becomes increasingly fierce, so that colleges are competing to get qualified lecturers as permanent teaching staffs.

2. Literature Review

Organizational Justice studies are simply translated as the study of fairness in the workplace (Byrne, Cropanzano, 2001, in Palaologos, Papazekos, and Panayotopoulou, 2011). Organizational Justice is a description of the role of justice as a factor which is directly related to the job, or more precisely refers to the feelings of the employees about the treatment he receives in the organization, and its association with other jobs variables (Moorman, 1991 in Hassan and Hashim, 2011).

Still there are various debates and inconsistencies in the literatures about how much the dimensions of Organizational Justice are (Colquitt, 2001). On the substance, according to Colquitt, Conlon, Wesson, Porter, & Ng (2001), Organizational Justice refers to the equality in the distribution of certain results (distributive justice) and justice in the procedures used to determine the distribution of those results (procedural fairness). Furthermore, Bies (2001) introduces the fairness in the interaction between leaders and subordinates (interactional justice) as part of Organizational Justice. Therefore, Organizational Justice is divided into three forms, distributive justice, procedural justice, and interactional justice (Byrne, 2005).

Job satisfaction is often interpreted as a positive emotional state that comes from an assessment of a person's job or work experience (Luthans, 2011). Employees who do not obtain job satisfaction will never achieve psychological maturity, and in turn will become frustrated. Therefore, job satisfaction does not only have an important role for the organization, but also has a contribution to increase the maturity of a person as an individual. Employees who are satisfied with his/her job would represent that satisfaction in the form of increased work performance, which will have an impact on the employee's career. According to Luthans (2011), satisfaction and job dissatisfaction will have an impact on several things, three most important of which are performance, absenteeism, and turnover.

The linkage between Organizational Justice against the desire to quit the organization has been widely discussed in many literatures and scientific researches. Robbins (2003) states that unfair treatment will eventually make a person feel uncomfortable to work in his/her organization. Alexander and Ruderman (1987) even mention that there is a direct relationship between Organizational Justice with turnover intention. Various studies link Organizational Justice with turnover intention, including researches by Elanain (2010), Jahangir et al. (2006), Hassan and Hashim (2011), Nikbin, Ismail, Marimuthu, and Armesh (2012), Ambrose and Schminke (2009), Loi, Hang-yue, and Foley (2006), and many others. Justice in terms of distributive, procedural, and interactional, are believed to be able to create a feeling at home in the organization so that the desire to leave the organization will decrease. However, while the majority of previous studies showed significant relationships, some of them also showed no significant relationship between Organizational Justice and employees' turnover intention. These non-significant relationships indicate that there are other variables that come into play in the linkage between Organizational Justice with the desire to leave the organization, either as a mediating variable, or moderating variable.

Robbins (2003) states that the injustice in the organization will lead to job dissatisfaction and in the end will bring a sense of discomfort to work in the organization. The Influence of Organizational Justice to turnover intention is also shown in previous research by Elanain (2010) who finds a negative effect of Organizational Justice to job satisfaction. Other studies which find the same thing are the researches by Jahangir et al. (2006), De-Lara (2011), and Palaologos et al. (2011). These previous researches become the reasons to say that fair treatment by the leader of the organization will create a sense of comfort to employees. Employees who are unfairly treated by his/her organization often feel alienated in their own organization, so his/her intention to leave the organization becomes larger.

It is assumed that the injustice in the organization will lead to job dissatisfaction and job dissatisfaction will ultimately lead to a feeling of discomfort to stay in the organization. This relationship is found in the study from

Fernandes and Awamleh (2006) who find that both distributive justice and interactional justice have positive influence on job satisfaction for local employees, and all aspects of Organizational Justice have positive influence on expatriates' job satisfaction. Some other studies find the same thing including Elanain (2010), McCain, Chen, Tsai, and Bellino (2010), and Suliman (2007). Researches that explore the link between job satisfaction and turnover intention also includes the research from Jahangir et al. (2006) who find that job satisfaction has negative impact on the willingness of employees to leave the organization. Similar results are also found in the study of Yeh (2007) and Simons and Roberson (2003). Basically, people who are satisfied with his/her organization will feel at home and do not want to leave the organization. Schermerhorn, R, Hunt, and Osborn (2002) state that employees who are satisfied tend to rarely miss work without causes, or in short, unsatisfied employees have a tendency to leave the organization higher than satisfied employees. Based on these theories and previous researches, the first hypothesis of this study is “*H1) Job satisfaction is able to mediate the influence of Organizational Justice to employees' turnover intention*”.

Other variables that are considered to be able to modify the effect of Organizational Justice to turnover intention are cultural factors, or specifically the power distance culture. Some literatures suggest that power distance has a close connection with Organizational Justice. Power Distance is a certain limit in which a society accept unequal distribution of power in society (McShane & Glinow, 2008). Power Distance is one of the dimensions that are used by Hofstede to measure a country's national culture (Dorfman & J.P, 1988). In the last three decades (1984-2001), Hofstede's cultural dimension has been used as a paradigm of research in the field of intercultural communication, cross-cultural psychology, and international management (Wu, 2006). According to his website, Indonesia has a high power distance values, with a score of 78. This score implies that Indonesia has the following characteristics: It depends on the hierarchy, unequal rights between the owners of power with the people who do not have the power, and access to information is limited.

Several previous studies indicate that cultural factors also determine how a member of an organization feels about every inequity that exists within the organization. Research from Brockner, Ackerman, Greenberg, Gelfand, Francesco, and Chen (2001) in Singh (2005) show that the presence of power distance variable is able to moderate the influence of organizational justice to turnover intention. Rafiei et al. (2013) also state that the feelings of having been treated unfairly which happened in a high power distance culture environment can lead to unpleasant consequences for the organization, such as the decline in motivation of subordinates to continue to participate actively in the organization. Based on these findings, the second hypothesis of this study is “*H2: Power Distance is able to moderate the influence of Organizational Justice to employees' turnover intention*”.

3. Methodology

In this research, Organizational Justice is measured using three indicators, which are distributive justice, procedural justice and interactional justice. Indicators of distributive justice are translated into 5 items (Moorman & Blakely, 1995), which are a balance between rewards with responsibilities that carried, a balance between rewards with work experience, and so on. Indicators of procedural fairness are translated into 5 items by referring to the study of Leventhal (1980), which are the consistency of a rule, accuracy of a rule, and so on. Interactional Justice in this study are translated into 3 items from Folger and Konovsky (1989), namely the willingness of leaders to try to judge his/her subordinate fairly, the willingness of leaders to be open to his/her subordinates, and the willingness of leaders to listen to the opinions of his/her subordinates about their performance. Job satisfaction is measured by 5 formative indicators by Hackman and Oldham (1975), namely satisfaction to work safety, satisfaction to the received salary, satisfaction to social life in the workplace, and so on. Power distance is measured by 5 indicators from Dorfman and J.P (1988) including the degree of employees' involvement in decisions making, the degree of openness of the leaders toward suggestions, how employees react to the decision of the leader, and so on. Turnover intention is measured with 2 indicators from Egan, Yang, and Bartlett (2004), which are thinking to switch work field, and thinking to switch organization for the same job.

This study was conducted on the institutional lecturers of private colleges in Banjarmasin, South Kalimantan, Indonesia. The population in this study was all institutional lecturers under KOPERTIS Area XI (The Area of Kalimantan). KOPERTIS is a government institution whose main job is to coordinate private universities and colleges in Indonesia. The population in this study was 582 lecturers scattered in 12 private colleges in the city of Banjarmasin under the condition that the lecturers had already been the member of the colleges for at least one year. This research

use 100 samples. The samples were taken randomly, and after being checked, 86 samples are ready to be analyzed. These samples were taken in proportion to the respective colleges to obtain balanced data. Analyses were performed using WarpPLS 5.0 to determine the relationship between variables and the quality of the resulting model.

4. Results

The results of the analysis with WarpPLS 5.0 show the relationship between variables such as shown in Figure 1. The research model shows that using a 95% confidence level, there is a significant negative effect of Organizational Justice toward turnover intention ($\beta = -0.24$, $P = 0.01$). These results indicate that a just organization will lower employees' turnover intention, and vice versa. Organizational Justice has a significant positive effect on job satisfaction ($\beta = 0.59$, $P < 0.01$), which indicate that a fair organization will increase employees' job satisfaction, and vice versa. Job satisfaction has a significant negative effect on the Desire to Leave Organization ($\beta = -0.22$, $P = 0.02$) which indicate that a satisfied lecturer has a lower turnover intention. The results show that job satisfaction variables are artificially capable to mediate the effect of organizational justice to turnover intention, so that it can be concluded that the first hypothesis is proven.

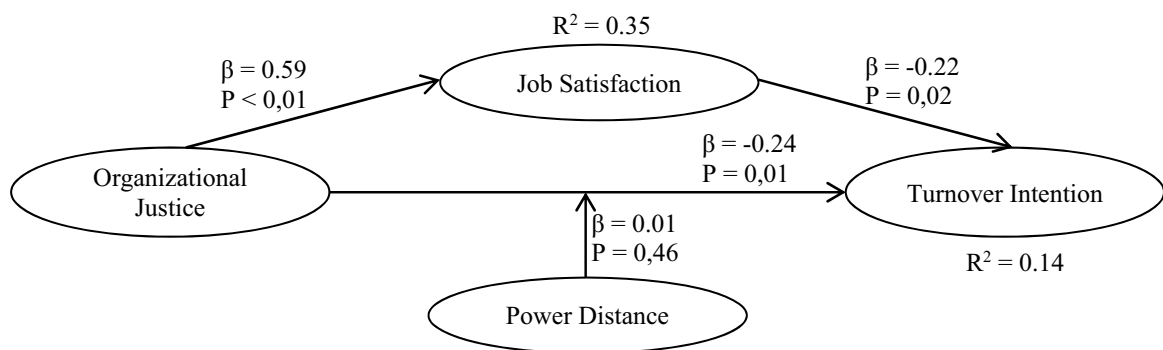


Fig. 1. Relationship between Variables.

Power Distance is found unable to moderate the influence of Organizational Justice to turnover intention ($\beta = 0.01$, $P = 0.46$). These results indicate that a low power distance at private high schools in Banjarmasin City is not able to make a negative influence between Organizational Justice against turnover intention. From these results it can be concluded that the second hypothesis is rejected. Models that have been produced have already met the criteria for PLS model fit, such as Average Path Coefficient, Average R-squared, etc.

5. Discussion

The results of this research show that Organizational Justice significantly has a negative effect on turnover intention, and Job Satisfaction is able to mediate the effect of Organizational Justice on turnover intentions. The meaning of this finding is that an organization that was unfair to its members can lead to dissatisfaction among employees, and that dissatisfaction will create a feeling of “not at home” while working in the organization. Dissatisfaction to work in an organization that is perceived by members of the organization will strengthen the desire to leave the organization. These findings are consistent with the theory from Robbins (2003) which states that there are four responses to job dissatisfaction, which are voice (giving criticisms to the organization openly), loyalty (patiently waiting for improved conditions), neglect (low loyalty to the organization), and exit (leave the organization).

The ability of Organizational Justice to directly affect turnover intention is in line with the findings of several previous studies such as from Nikbin et al. (2012), Elanain (2010), and also Ambrose and Schminke (2009). These results are in contrast with the findings of Begley et al. (2002), Jahangir et al. (2006), and Loi et al. (2006), who find Organizational Justice does not have a direct influence on turnover intention. Organizational Justice also affects

employees' turnover intention through job satisfaction. This finding is in line with the results of some previous studies, such as from Tekleab, Takeuchi, and Taylor (2005), and Simons and Roberson (2003). Schermerhorn et al. (2002) even states that unsatisfied employees have a tendency to leave the organization higher than satisfied employees.

The essence of the findings of this study indicates that justice in the organization will create satisfaction and will lead to a low turnover intention. The analysis results show that the existence of a low power distance is not able to alter the effect of Organizational Justice on employees' turnover intention. These results are in contrast with the findings of Singh (2005) and Rafiei et al. (2013) which propose that the existence of power distance is able to moderate the influence of Organizational Justice on turnover intention.

Power distance is believed to be a condition where a person receives the unequal distribution of power in society (McShane & Glinow, 2008). This understanding shows that in an organization with a high power distance, the employees realize that the leader has the right to behave unjustly. The results of this research also show that a low power distance does not only occur in private colleges in Banjarmasin, but is also unable to moderate the effect of Organizational Justice on Turnover Intention. This could be caused by the characteristics of the leader position in private colleges which is only a temporary position. In contrast to a business company where an employee's career path can continue to move up (or at least stagnate), careers in the colleges has a time period. After serving for several years, a structural official in a private college will return to be a regular lecturer. This condition makes power distance culture becomes difficult to grow, because the lecturers assume that their leader in the organization is once a co-worker, and after his term runs out, he will return to be an equal co-worker.

6. Conclusion

The findings of this research suggest that the desire to leave the organization for the lecturers in the private colleges in Banjarmasin is determined by the level of equity within the organization and also determined by how satisfied those lecturers are in working in the colleges. These findings also indicate that private colleges in Banjarmasin in average have a low power distance culture, which is in contrast to the finding from Hofstade which mentions that the Indonesian people have a high power distance culture. This low power distance culture makes it unable to moderate the influence of Organizational Justice on turnover intention. The difficulty of power distance culture to flourish in private colleges in Banjarmasin, are likely due to the nature of the structural position in private colleges that is only temporary, that is after serving for several years, the leader is obliged to relinquish his post and return to being a regular lecturer.

There are still some limitations on this research that can be filled by the future researchers. The limited resources make the scope of this study tend to be small, only in Banjarmasin City, which is only one of many cities in South Kalimantan, Indonesia. Further researches are expected to develop a wider scope research, such as in whole Kalimantan, or even throughout Indonesia. It is hoped that a wider scope of research would provide a more comprehensive picture of the cause of the desire of the lecturers to leave the organization. Researchers can also add other variables that help determine why an employee wishes to leave his job, in order to find a more comprehensive research model.

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